METHOD AND SYSTEM FOR DEVELOPING TEACHING AND LEADERSHIP CHARACTERISTICS AND SKILLS

U.S. Patent Application Serial No.

10/016,905

Filed December 14, 2001

Attorney Docket No. D4701-00198

Exhibit I

Katharine_Nisbet@haygroup.com

22/08/2000 17:49

Please respond to tlc@broadband.co.uk

To tlc@broadband.co.uk

cc

Subject [TLC] The first of the questionnaire flowcharts...

Attached is the list of flowcharts and their current status and 11 flowcharts - COQ, ROQ, SQC, IQC AND DM.

(See attached file: Flowcharts.xls)

(See attached file: SQC_AR_2.vsd)(See attached file: COQ_HT_2.vsd)(See attached file: DM_HT.vsd)(See attached file: IQC_AR_1.vsd)(See attached file: IQC_AR_2.vsd)(See attached file: IQP_AR.vsd)(See attached file: IQP_HT.vsd)(See attached file: ROQ_AR_1.vsd)(See attached file: ROQ_AR_2.vsd)(See attached file: SQC_AR_1.vsd)(See attached file: COQ_HT_1.vsd)

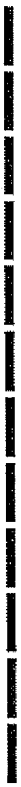
Enjoy,
Katharine

**** This e-mail and any attachments hereto are strictly confidential and intended solely for the addressee. It may contain information which is privileged. If you are not the intended addressee, you must not disclose, forward, copy or take any action in reliance of this e-mail or attachments. If you have received this e-mail in error, please delete it and notify us as soon as possible.

The anti-virus software used by Hay is updated regularly in an effort to

minimise the possibility of viruses infecting our systems. However, you should be aware that there is no absolute guarantee that any files attached to this e-mail are virus free.

Hay Management Consultants, 52 Grosvenor Gardens, London SW1W 0AU, Tel (44) (0)20 7881 7000, Fax (44) (0)20 7881 7100, http://www.haygroup.com, http://www.haypaynet.com. ****



To receive People Torque, the Hay Group newsletter, please register at http://peopletorque.haygroup.co.uk

Links to Hay Group websites: http://www.haygroup.co.uk, http://www.transforminglearning.co.uk, http://www.haypaynet.com

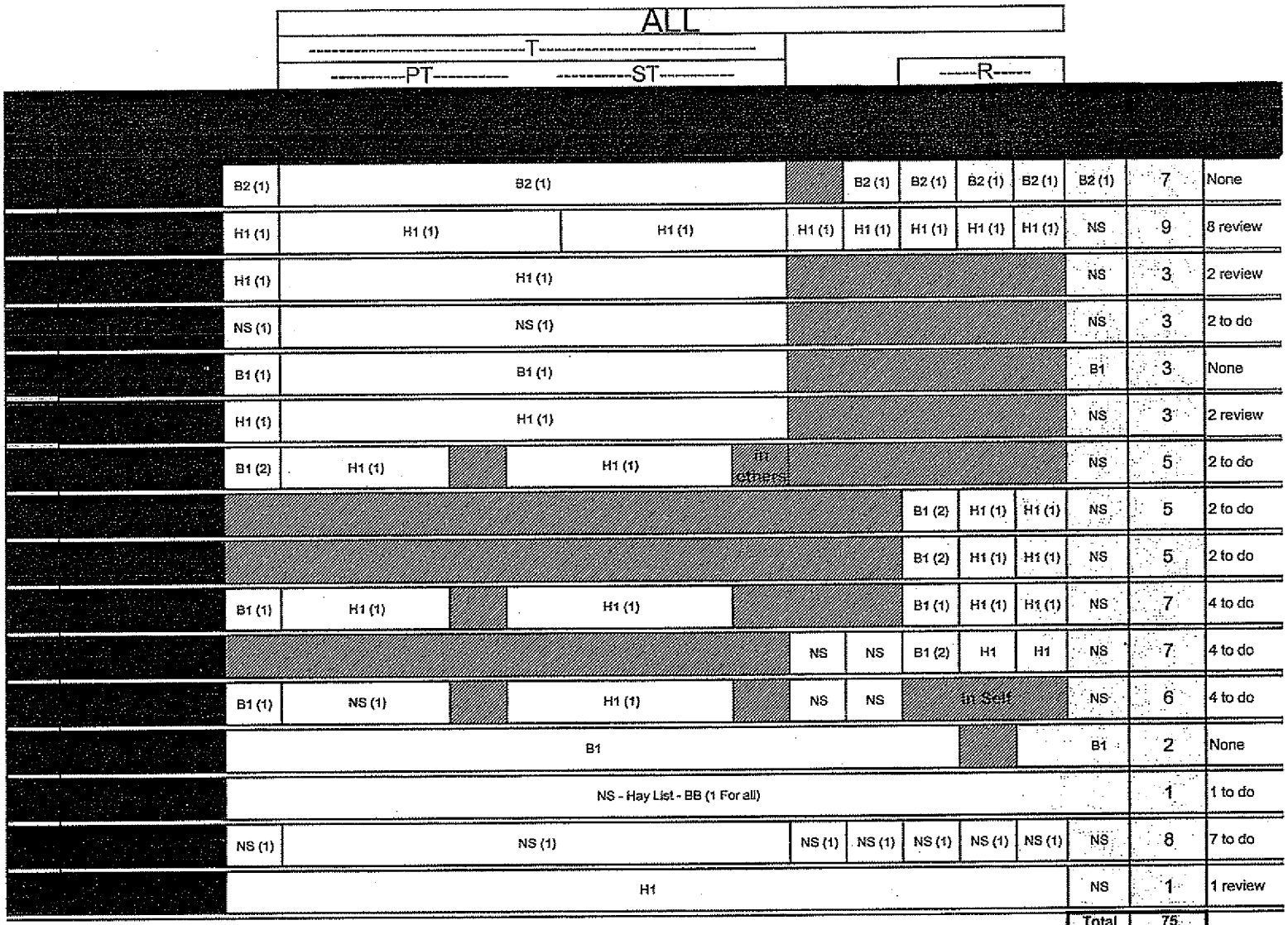
The information contained in this e-mail is intended solely for the addressee. It may contain confidential information that is privileged or exempt from disclosure by law and if you are not the intended recipient, you must not forward, copy, distribute or take any action in reliance on it. If you have received this e-mail in error, please notify the sender immediately and delete from your system.

The anti-virus software used by Hay Group is updated regularly to minimise the possibility of viruses infecting our systems. However there is no implied guarantee that any files attached to this e-mail are virus free.

Hay Group Registered office address: 33 Grosvenor Place, London SW1X 7HG
Tel +44 (0)20 7856 7000 Fax +44 (0)20 7856 7100

Registered in England and Wales No. 763575

Flowchart Status - excluding feedback



Total	75
To do	42
Review	13
Not ours	15
Done	6
	76

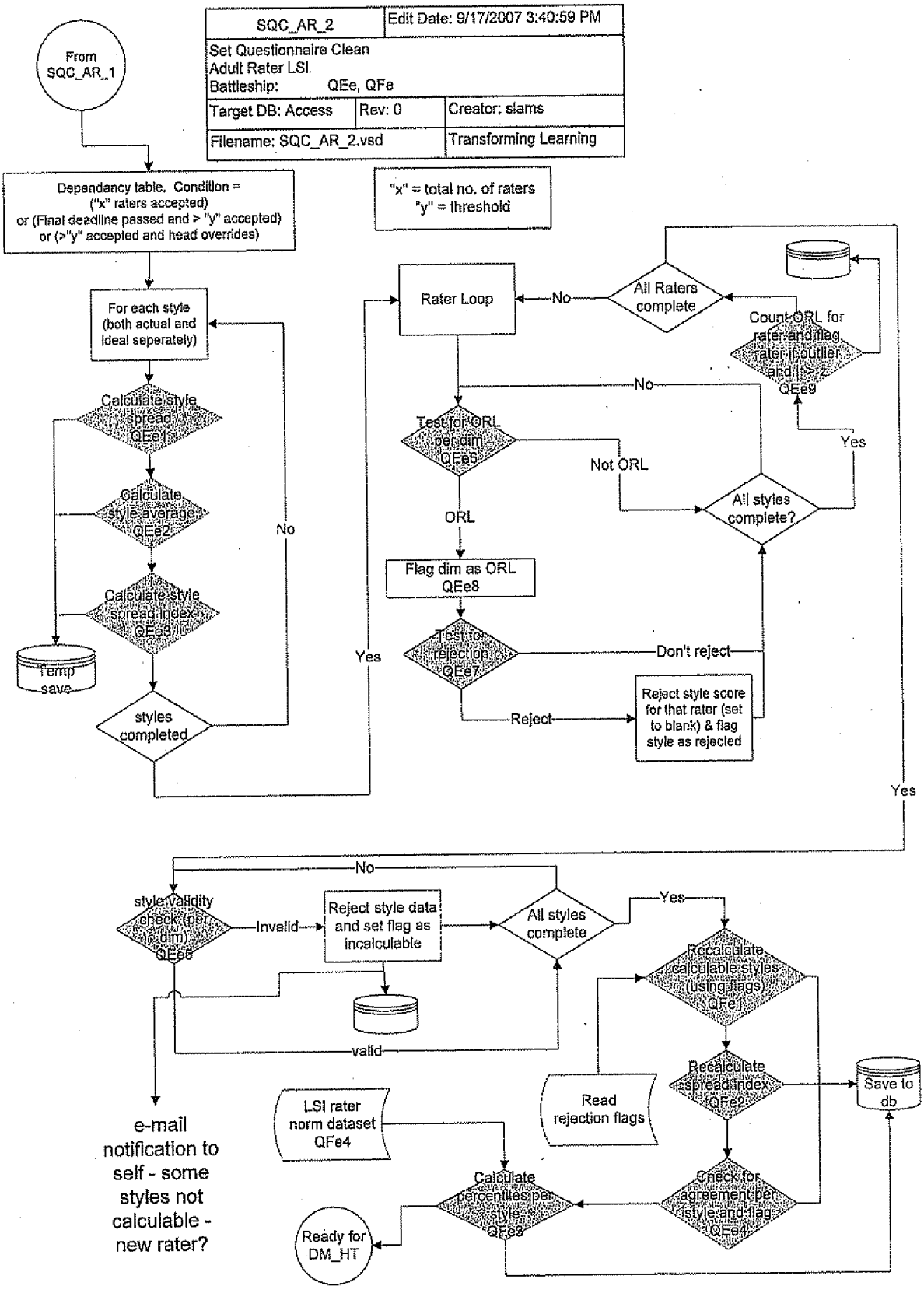
6:53 PM9/14/2007

Flowchart Status - feedback

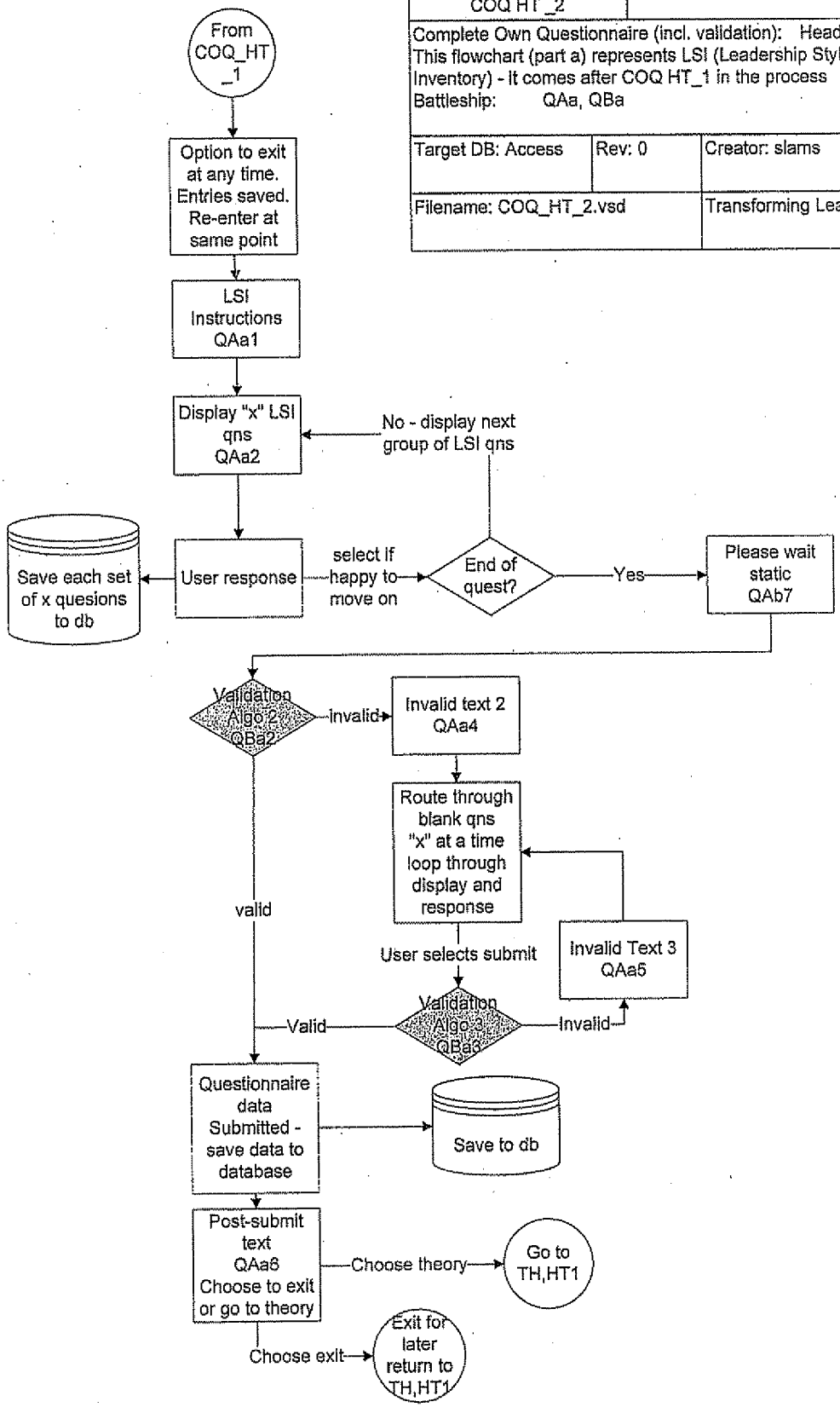
TH		1 B1	1 B1	1 B1		1 B1		1 H1	1 NS	1 NS	7		
CASE		2 B1	2 B1	INCLUDED ABOVE						1 NS	5		
CON		1 B1		1 B1						1	3		
FEED		2 B1	2 B1	1 B1	1 B1	1 B1	1 B1	2 H1	2 NS	1 NS	13		
CRY		1 B1	1 B1	1 B1		1 B1				1 NS	5		
PRI		1 B1	1 B1	1 B1		1 B1				1 NS	5		
VEST		2 B1	2 B1	1 B1		1 B1				1 NS	7		
AP		1 B1	1 B1	INCLUDED ABOVE				Inc in FEED		1 NS	3		

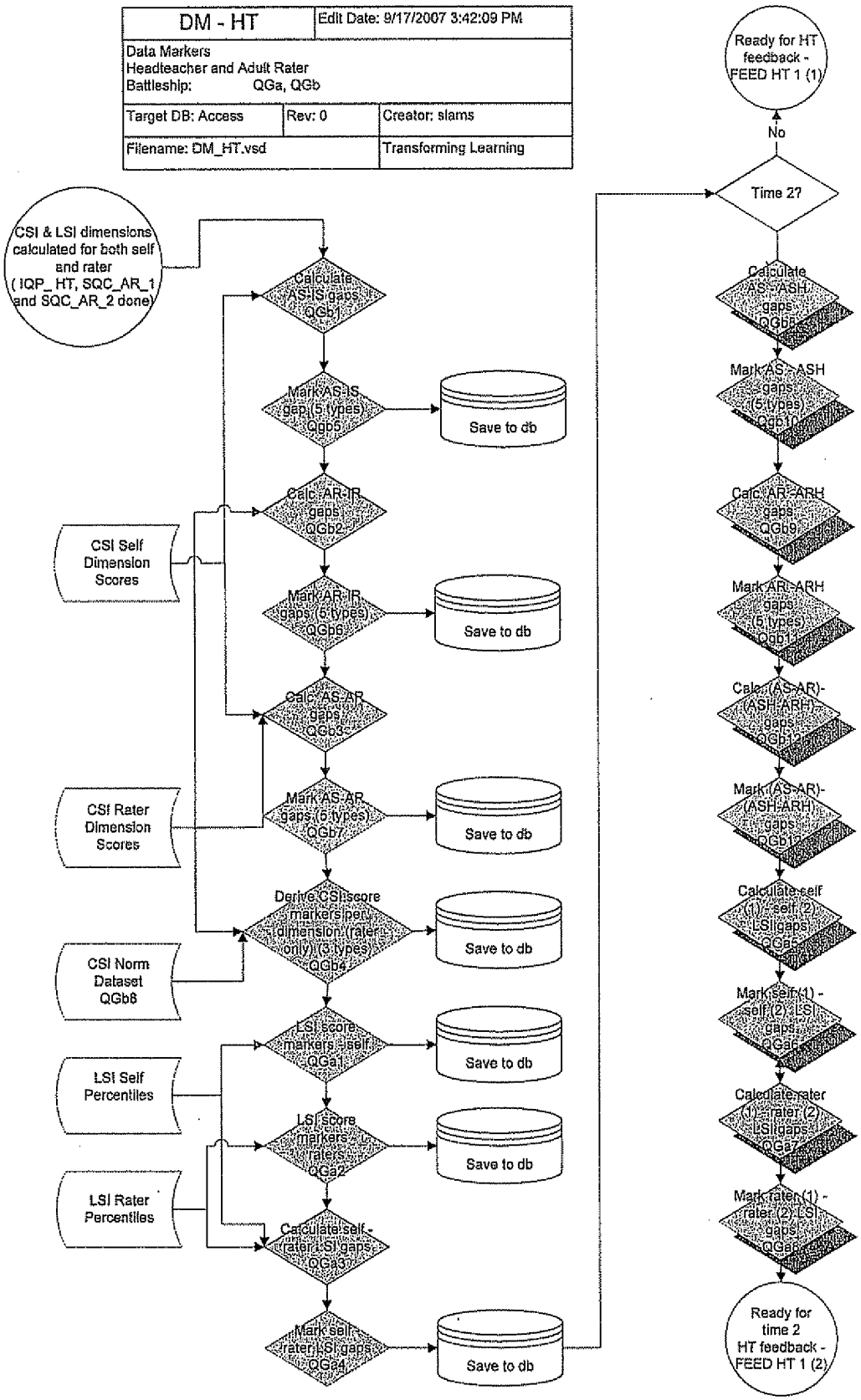
48

34 DONE
8 NOT OURS
3 New
3 Check
48

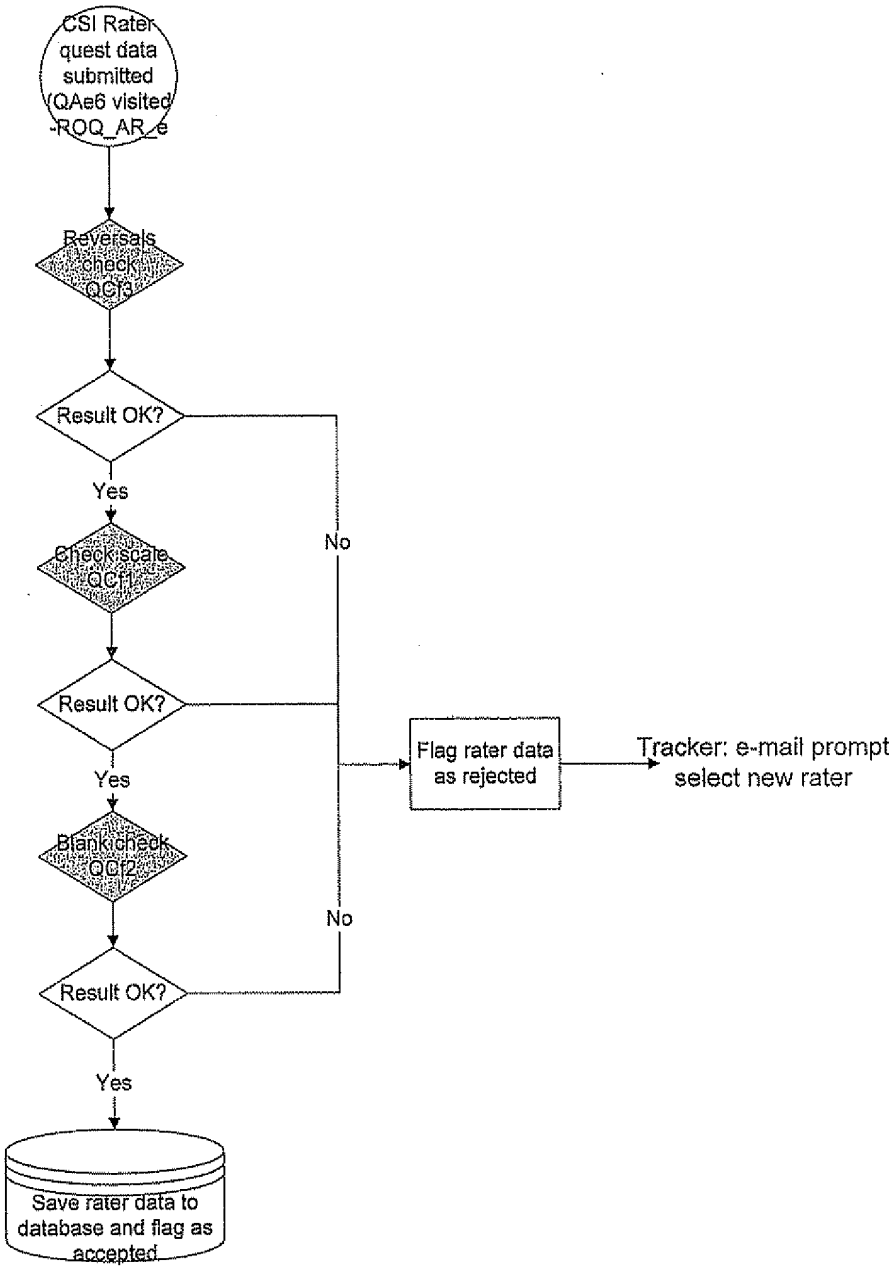

SQC_AR_2
Edit Date: 9/17/2007 3:40:59 PM
Set Questionnaire Clean
Adult Rater LSI
Battleship: QEe, QFe
Target DB: Access
Rev: 0
Creator: slams
Filename: SQC_AR_2.vsd
Transforming Learning
From SQC_AR_1
Dependancy table. Condition = ("x" raters accepted) or (Final deadline passed and > "y" accepted) or (>"y" accepted and head overrides)
"x" = total no. of raters
"y" = threshold
For each style (both actual and ideal seperately)
Calculate style spread QEe1
Calculate style average QEe2
Calculate style spread index QEe3
Temp save
styles completed
No
Yes
Rater Loop
No
All Raters complete
Count ORL for rater and flag rater if outlier and if > z QEe9
Test for ORL per dim QEe5
No
Yes
Not ORL
ORL
All styles complete?
Flag dim as ORL QEe8
Test for rejection QEe7
Don't reject
Reject
Reject style score for that rater (set to blank) & flag style as rejected
Yes
No
style validity check (per dim) QEe6
Invalid
Reject style data and set flag as incalculable
All styles complete
Yes
valid
Recalculate calculable styles (using flags) QFe1
Recalculate spread index QFe2
Save to db
Read rejection flags
LSI rater norm dataset QFe4
Calculate percentiles per style QFe3
Check for agreement per style and flag QFe4
Ready for DM_HT
e-mail notification to self - some styles not calculable - new rater?

COQ HT _2		Edit Date: 9/17/2007 3:41:46 PM
Complete Own Questionnaire (incl. validation): Headteacher This flowchart (part a) represents LSI (Leadership Styles Inventory) - It comes after COQ HT_1 in the process Battleship: QAa, QBa		
Target DB: Access	Rev: 0	Creator: slams
Filename: COQ_HT_2.vsd		Transforming Learning

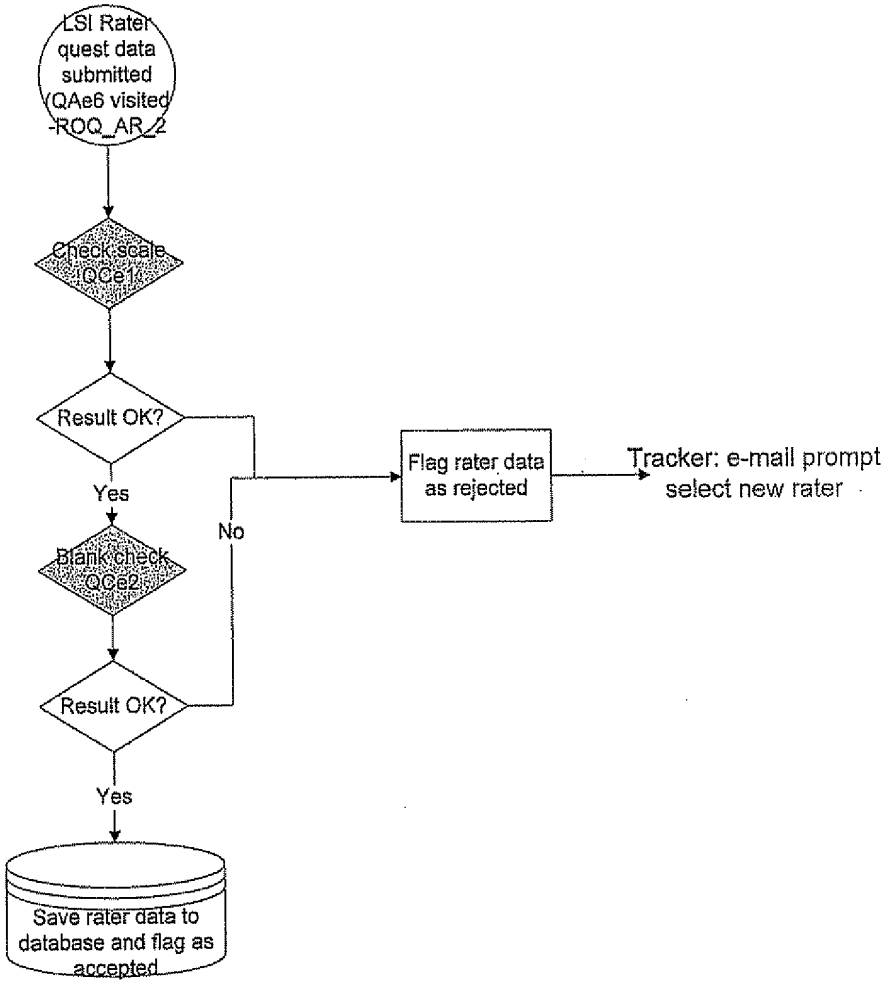



DM - HT
Edit Date: 9/17/2007 3:42:09 PM
Data Markers
Headteacher and Adult Rater
Battleship: QGa, QGb
Target DB: Access
Rev: 0
Creator: slams
Filename: DM_HT.vsd
Transforming Learning
CSI & LSI dimensions calculated for both self and rater (IQP_ HT, SQC_AR_1 and SQC_AR_2 done)
Calculate AS-IS gaps QGb1
Mark AS-IS gap (5 types) Qgb5
Save to db
Calc AR-IR gaps QGb2
CSI Self Dimension Scores
Mark AR-IR gaps (5 types) QGb6
Save to db
Calc AS-AR gaps QGb3
Mark AS-AR gaps (5 types) QGb7
Save to db
CSI Rater Dimension Scores
Derive CSI score markers per dimension (rater only) (3 types) QGb4
Save to db
CSI Norm Dataset QGb8
LSI score markers self QGa1
Save to db
LSI Self Percentiles
LSI score markers - by raters QGa2
Save to db
LSI Rater Percentiles
Calculate self - rater LSI gaps QGa3
Mark self - rater LSI gaps QGa4
Save to db
Time 2?
No
Ready for HT feedback - FEED HT 1 (1)
Calculate AS - ASH gaps QGb8
Mark AS - ASH gaps (5 types) QGb10
Calc AR - ARH gaps QGb9
Mark AR - ARH gaps (5 types) QGb11
Calc (AS-AR)-(ASH-ARH) gaps QGb12
Mark (AS-AR)-(ASH-ARH) gaps QGb13
Calculate self (1) - self (2) LSI gaps QGa5
Mark self (1) - self (2) LSI gaps QGa6
Calculate rater (1) - rater (2) LSI gaps QGa7
Mark rater (1) - rater (2) LSI gaps QGa8
Ready for time 2 HT feedback - FEED HT 1 (2)

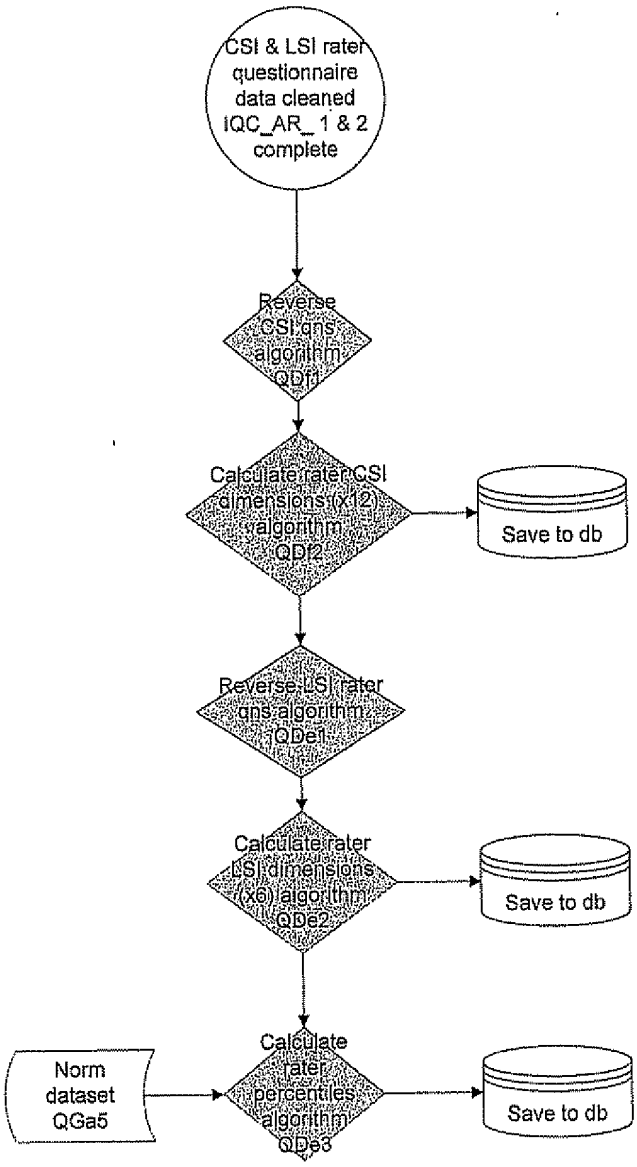
IQC_AR_1		Edit Date: 9/17/2007 3:42:32
Individual Questionnaire Clean Overnight Adult Rater CSI Battleship: QCf		
Target DB: Access	Rev: 0	Creator: slams
Filename: IQC_AR_1.vsd		Transforming Learning



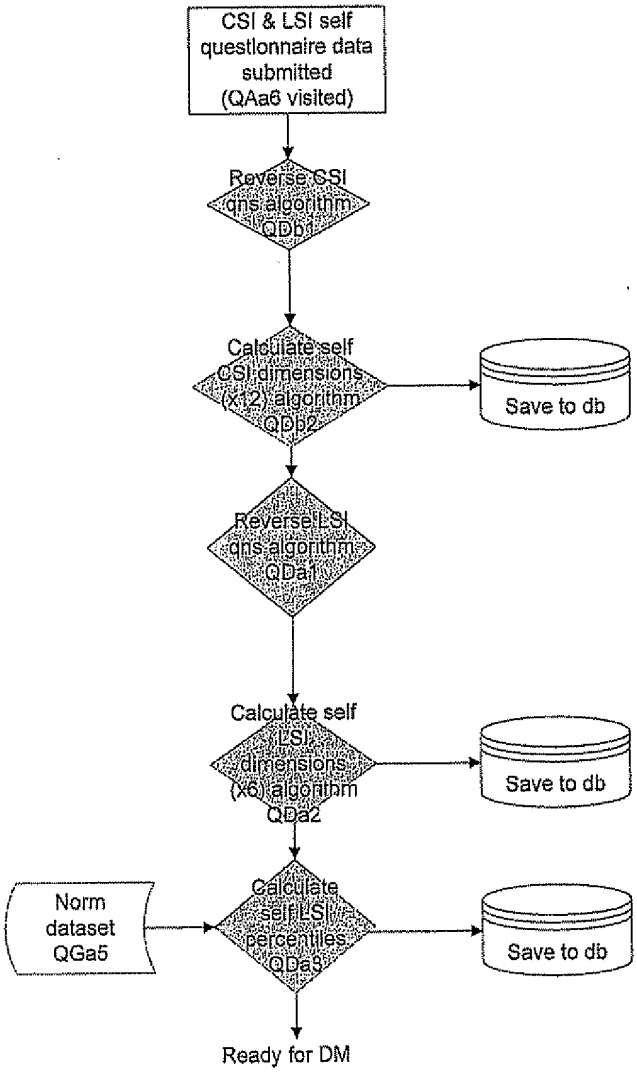
IQC_AR_2		Edit Date: 9/17/2007 3:43:00
Individual Questionnaire Clean Overnight Adult Rater LSI Battleship: QCe		
Target DB: Access	Rev: 0	Creator: slams
Filename: iQC_AR_2.vsd		Transforming Learning



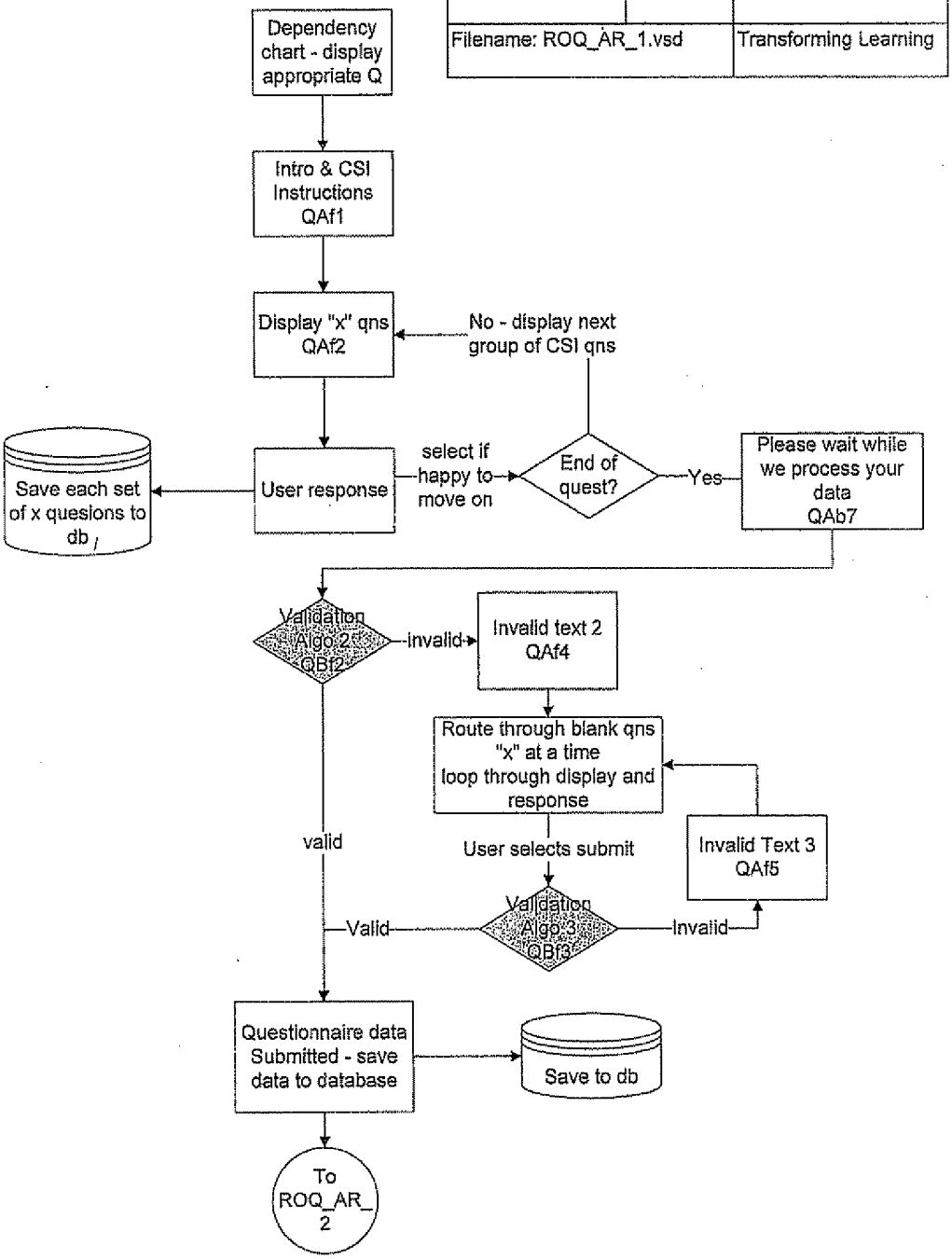
IQP - AR		Edit Date: 9/17/2007 3:43:20
Individual Questionnaire Processing Overnight Adult Rater (Both Questionnaires) Battleship: QDe, QDf		
Target DB: Access	Rev: 0	Creator: slams
Filename: IQP_AR.vsd		Transforming Learning



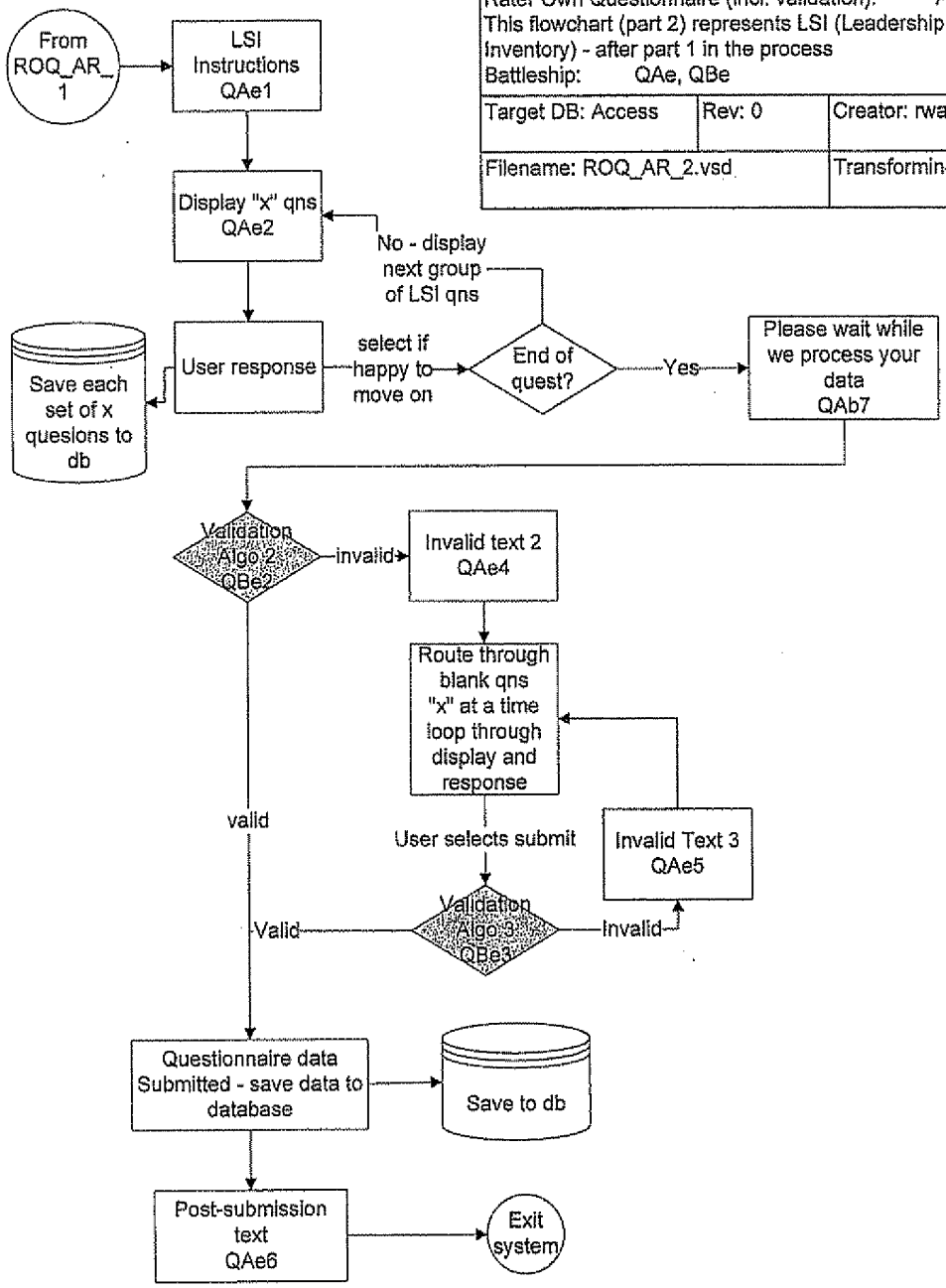
IQP - HT		Edit Date: 9/17/2007 3:45:22
Individual Questionnaire Processing Overnight Headteacher Battleship: QDb, QDa		
Target DB: Access	Rev: 0	Creator: slams
Filename: IQP_HT.vsd		Transforming Learning

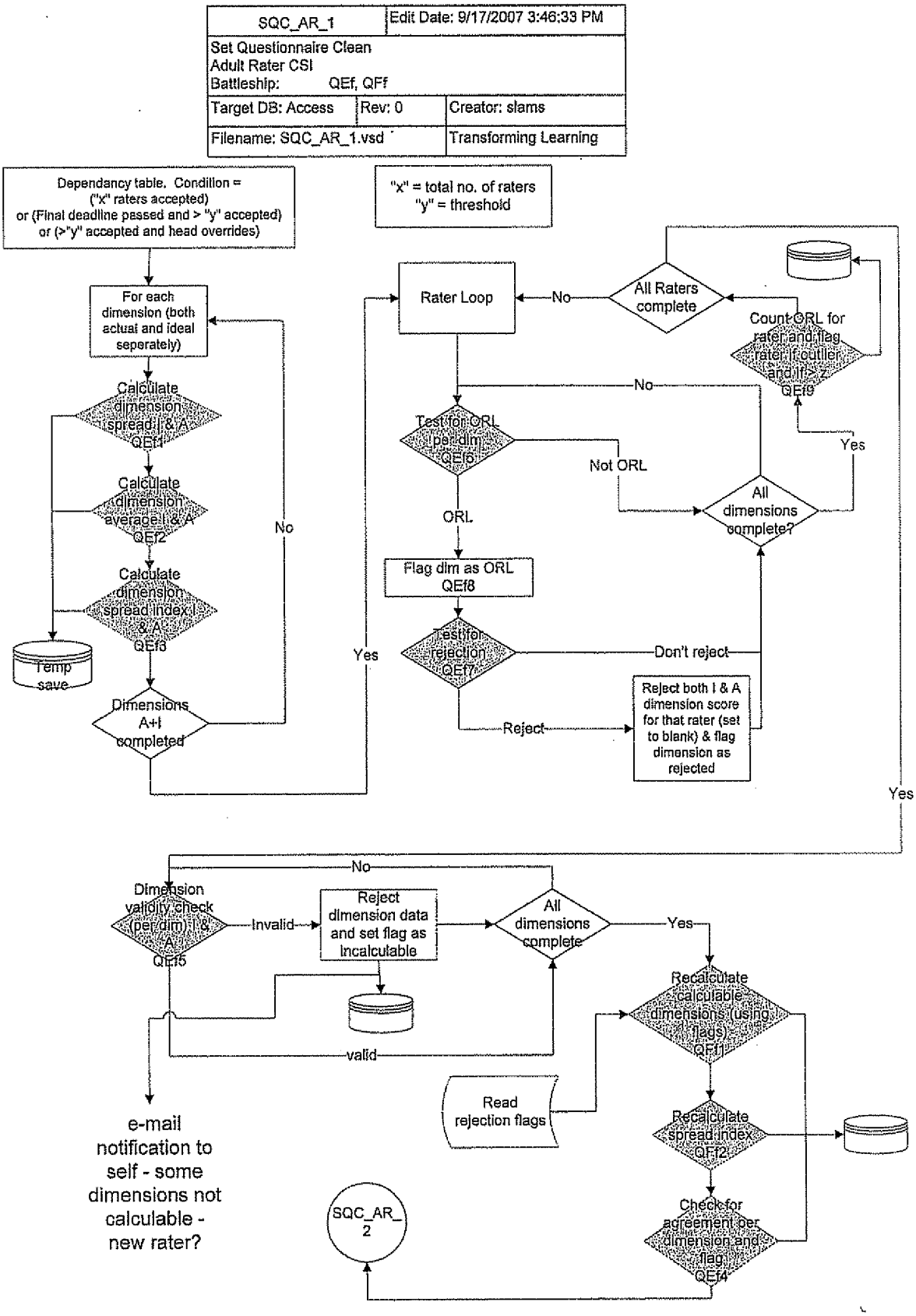


ROQ AR 1		Edit Date: 9/17/2007 3:45:44 PM
Rater Own Questionnaire (incl. validation): Adult Rater This flowchart (part 1) represents CSI Battleship: QAf, QBf		
Target DB: Access	Rev: 0	Creator: rwallace
Filename: ROQ_AR_1.vsd		Transforming Learning

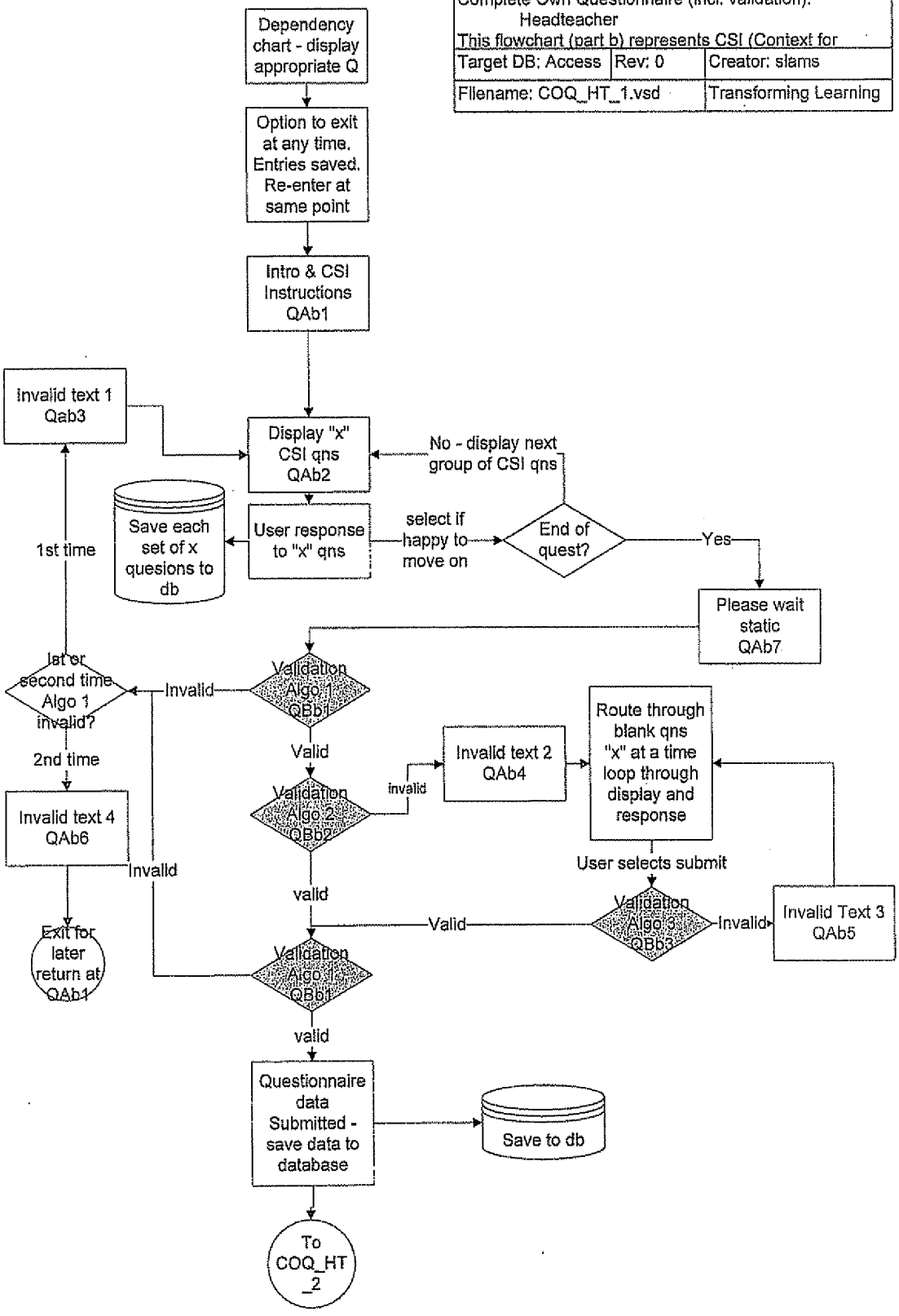


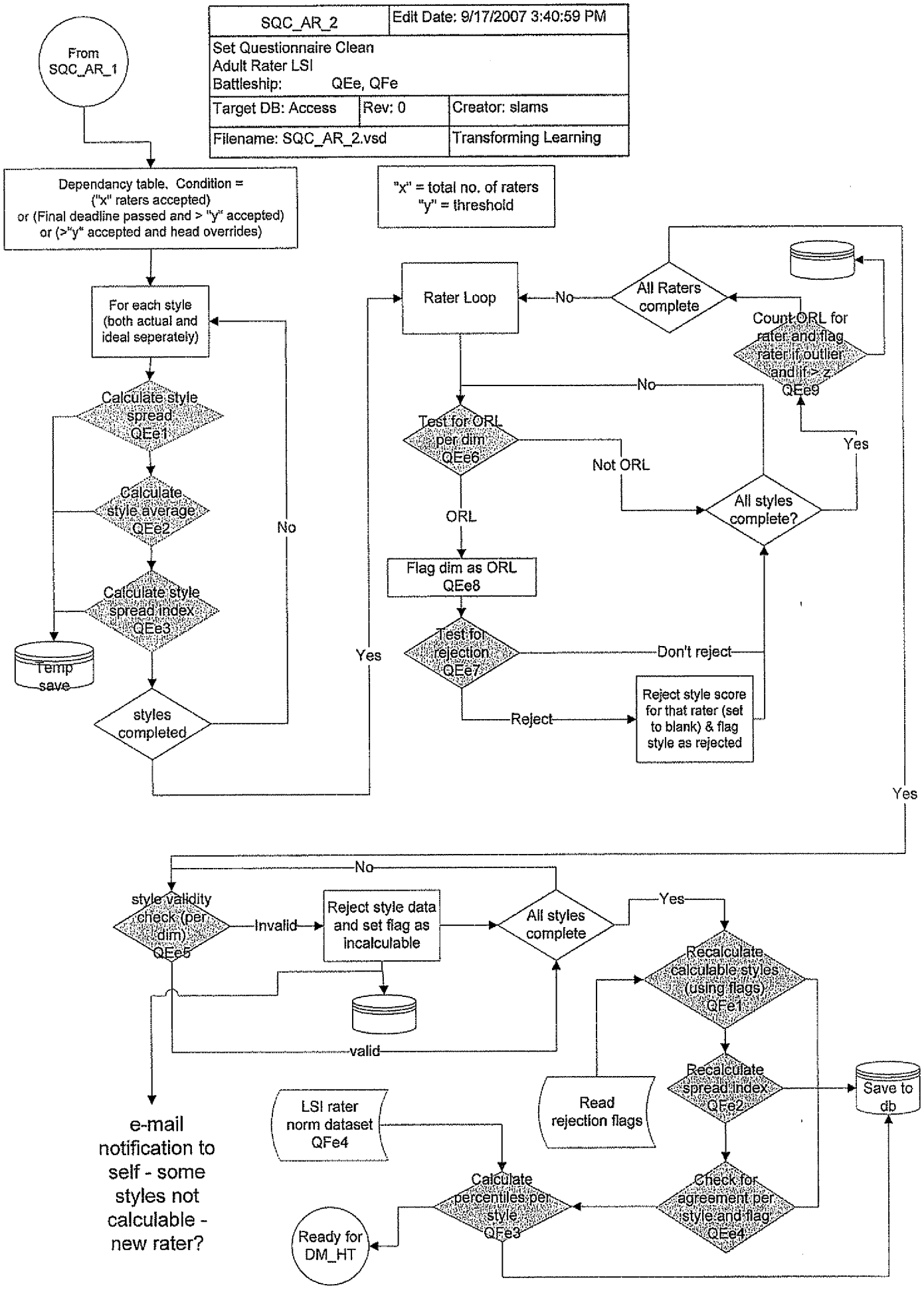
ROQ AR 2		Edit Date: 9/17/2007 3:46:05 PM
Rater Own Questionnaire (incl. validation): Adult rater This flowchart (part 2) represents LSI (Leadership Styles Inventory) - after part 1 in the process Battleship: QAe, QBe		
Target DB: Access	Rev: 0	Creator: rwallace
Filename: ROQ_AR_2.vsd		Transforming Learning



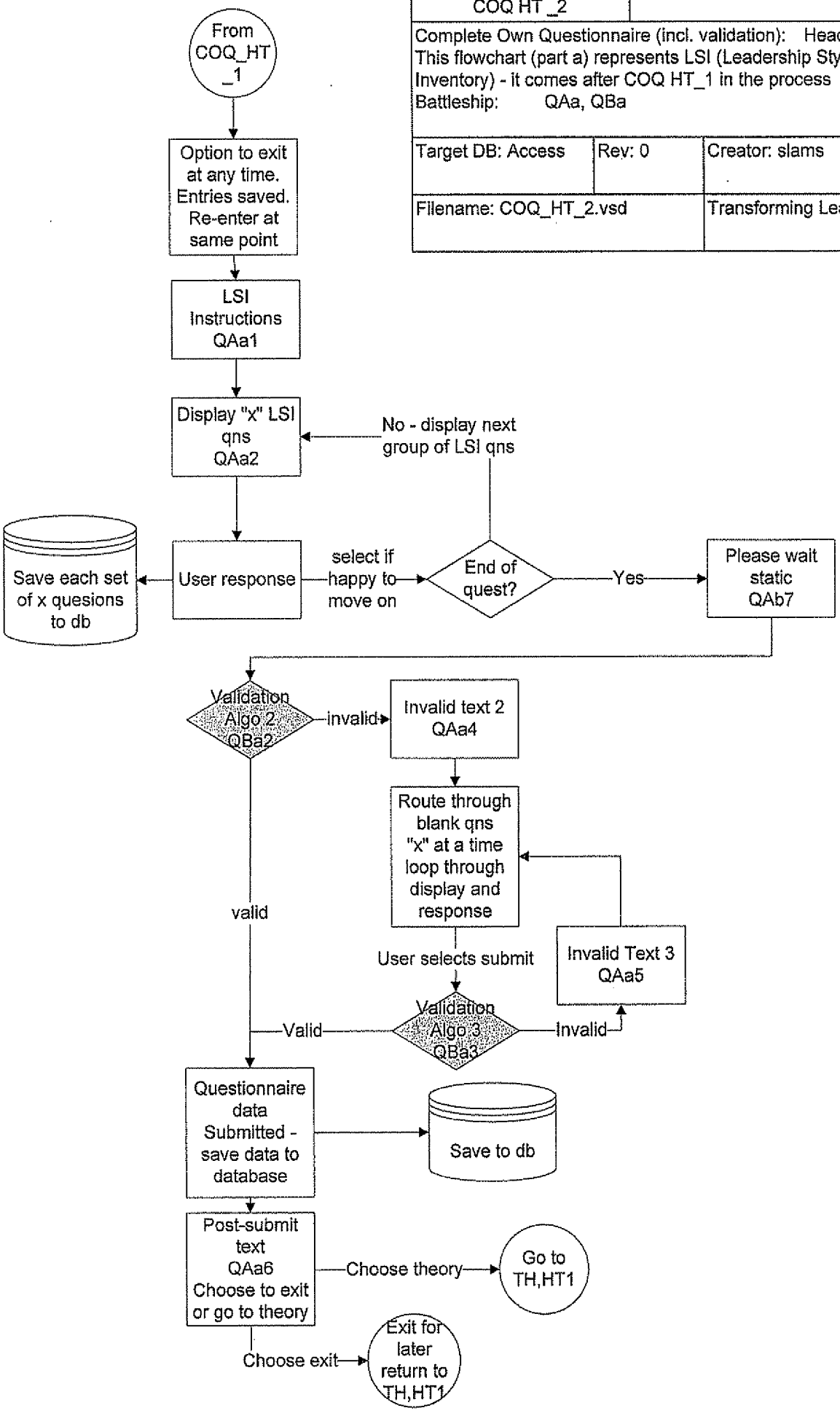

SQC_AR_1
Edit Date: 9/17/2007 3:46:33 PM
Set Questionnaire Clean
Adult Rater CSI
Battleship: QEf, QFf
Target DB: Access
Rev: 0
Creator: slams
Filename: SQC_AR_1.vsd
Transforming Learning
Dependancy table. Condition = ("x" raters accepted) or (Final deadline passed and > "y" accepted) or (>"y" accepted and head overrides)
"x" = total no. of raters
"y" = threshold
For each dimension (both actual and ideal seperately)
Calculate dimension spread I & A QEf1
Calculate dimension average I & A QEf2
Calculate dimension spread index I & A QEf3
Temp save
Dimensions A+I completed
No
Yes
Rater Loop
No
All Raters complete
Count ORL for rater and flag rater if outlier and if > z QEf9
No
Test for ORL per dim QEf6
Not ORL
ORL
Yes
All dimensions complete?
Flag dim as ORL QEf8
Test for rejection QEf7
Don't reject
Reject
Reject both I & A dimension score for that rater (set to blank) & flag dimension as rejected
Yes
No
Dimension validity check (per dim) I & A QEf5
Invalid
Reject dimension data and set flag as Incalculable
All dimensions complete
Yes
valid
Recalculate calculable dimensions (using flags) QEf1
Read rejection flags
Recalculate spread index QEf2
Check for agreement per dimension and flag QEf4
e-mail notification to self - some dimensions not calculable - new rater?
SQC_AR_2

COQ HT_1	Edit Date: 9/17/2007 3:46:54 PM
Complete Own Questionnaire (Incl. validation): Headteacher This flowchart (part b) represents CSI (Context for	
Target DB: Access | Rev: 0	Creator: slams
Filename: COQ_HT_1.vsd	Transforming Learning

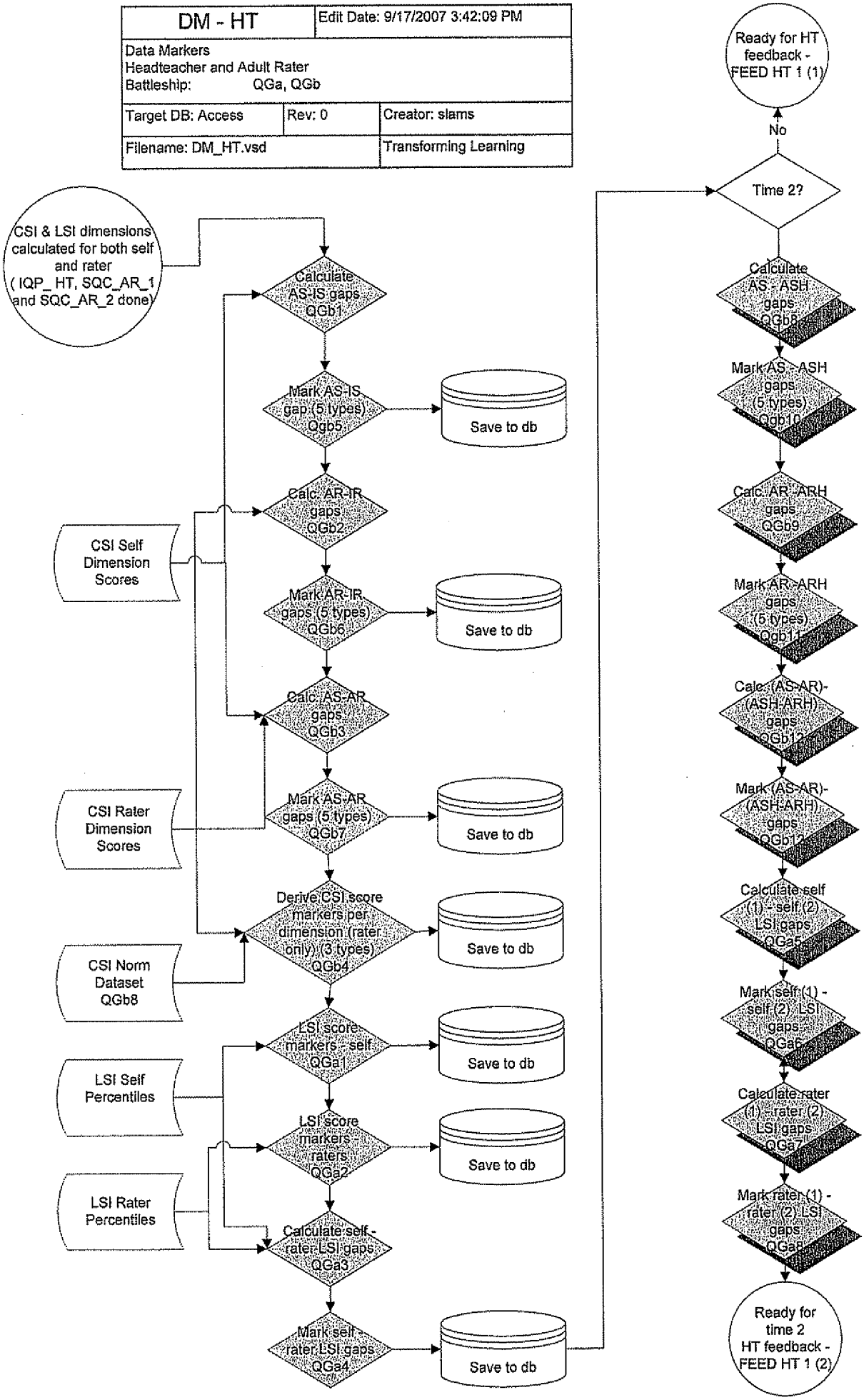



SQC_AR_2
Edit Date: 9/17/2007 3:40:59 PM
Set Questionnaire Clean
Adult Rater LSI
Battleship: QEe, QFe
Target DB: Access
Rev: 0
Creator: slams
Filename: SQC_AR_2.vsd
Transforming Learning
From SQC_AR_1
Dependancy table. Condition = ("x" raters accepted) or (Final deadline passed and > "y" accepted) or (>"y" accepted and head overrides)
"x" = total no. of raters
"y" = threshold
For each style (both actual and ideal seperately)
Calculate style spread QEe1
Calculate style average QEe2
Calculate style spread index QEe3
Temp save
styles completed
No
Yes
Rater Loop
No
All Raters complete
Count ORL for rater and flag rater if outlier and if > z QEe9
No
Test for ORL per dim QEe6
Not ORL
All styles complete?
Yes
ORL
Flag dim as ORL QEe8
Test for rejection QEe7
Don't reject
Reject
Reject style score for that rater (set to blank) & flag style as rejected
Yes
No
style validity check (per dim) QEe5
Invalid
Reject style data and set flag as incalculable
All styles complete
Yes
valid
e-mail notification to self - some styles not calculable - new rater?
LSI rater norm dataset QFe4
Read rejection flags
Recalculate calculable styles (using flags) QFe1
Recalculate spread index QFe2
Save to db
Check for agreement per style and flag QFe4
Calculate percentiles per style QFe3
Ready for DM_HT

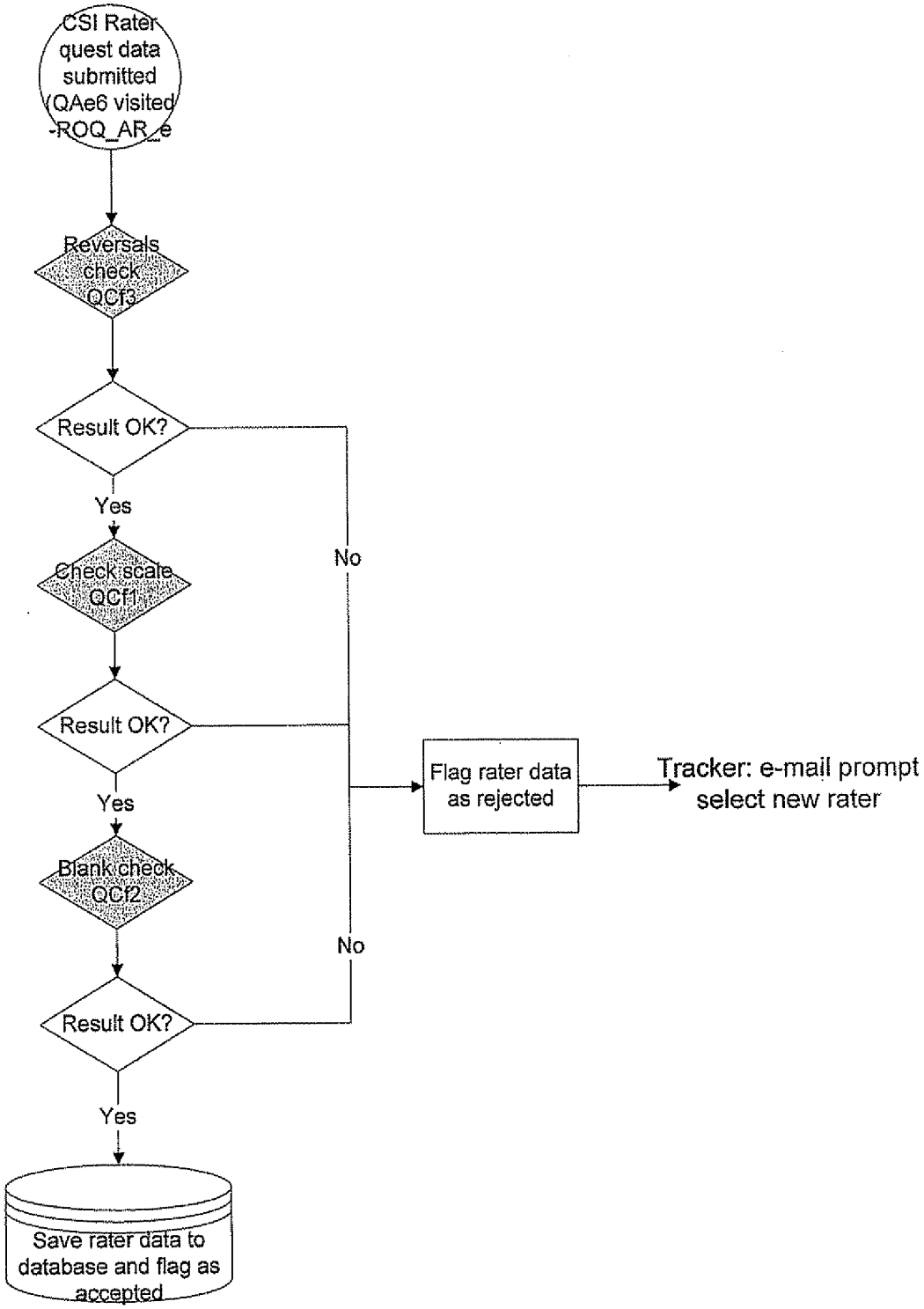
COQ HT _2	Edit Date: 9/17/2007 3:41:46 PM	
Complete Own Questionnaire (incl. validation): Headteacher This flowchart (part a) represents LSI (Leadership Styles Inventory) - it comes after COQ HT_1 in the process Battleship: QAa, QBa		
Target DB: Access	Rev: 0	Creator: slams
Filename: COQ_HT_2.vsd		Transforming Learning



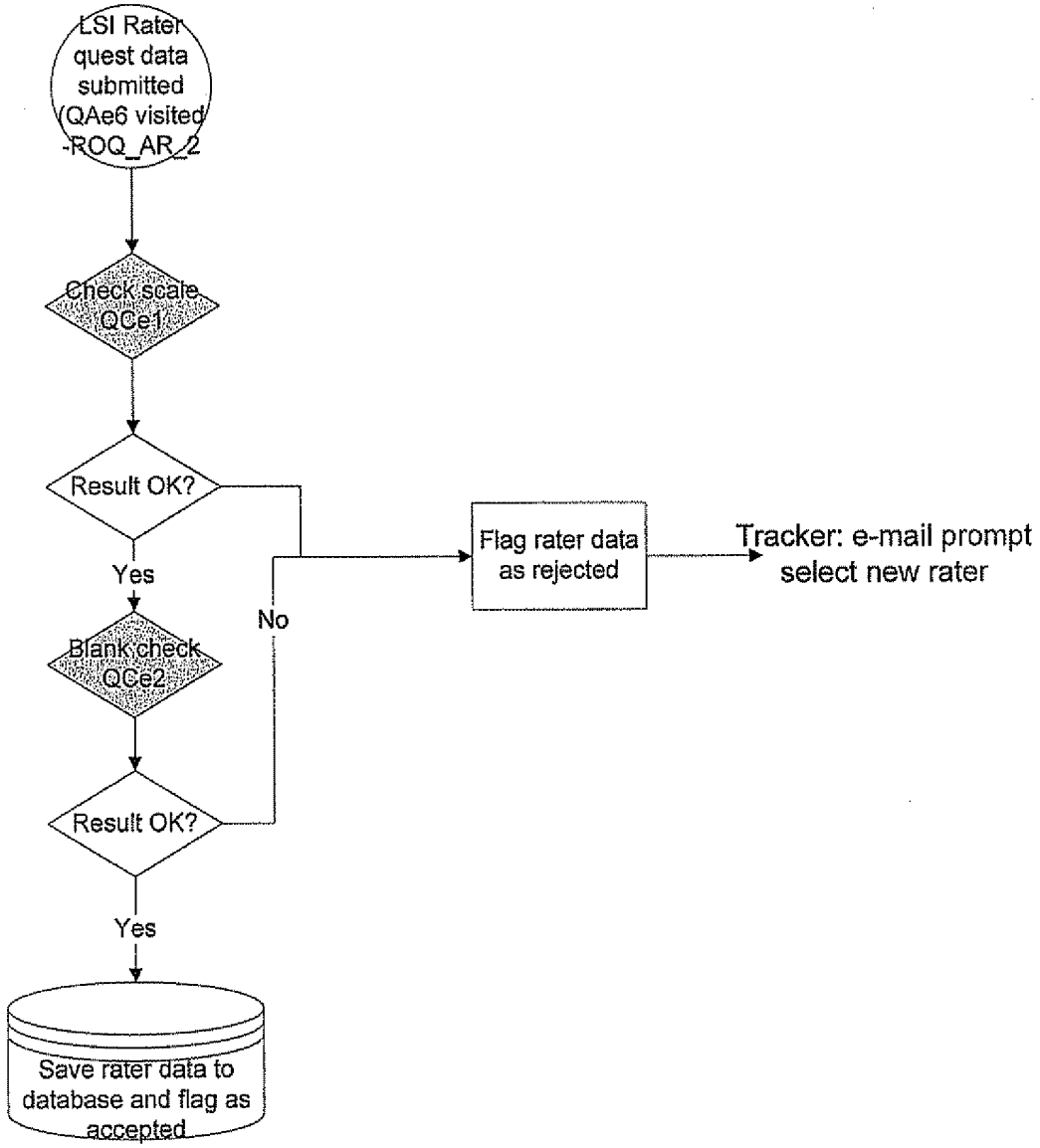
DM - HT		Edit Date: 9/17/2007 3:42:09 PM
Data Markers Headteacher and Adult Rater Battleship: QGa, QGb		
Target DB: Access	Rev: 0	Creator: slams
Filename: DM_HT.vsd		Transforming Learning



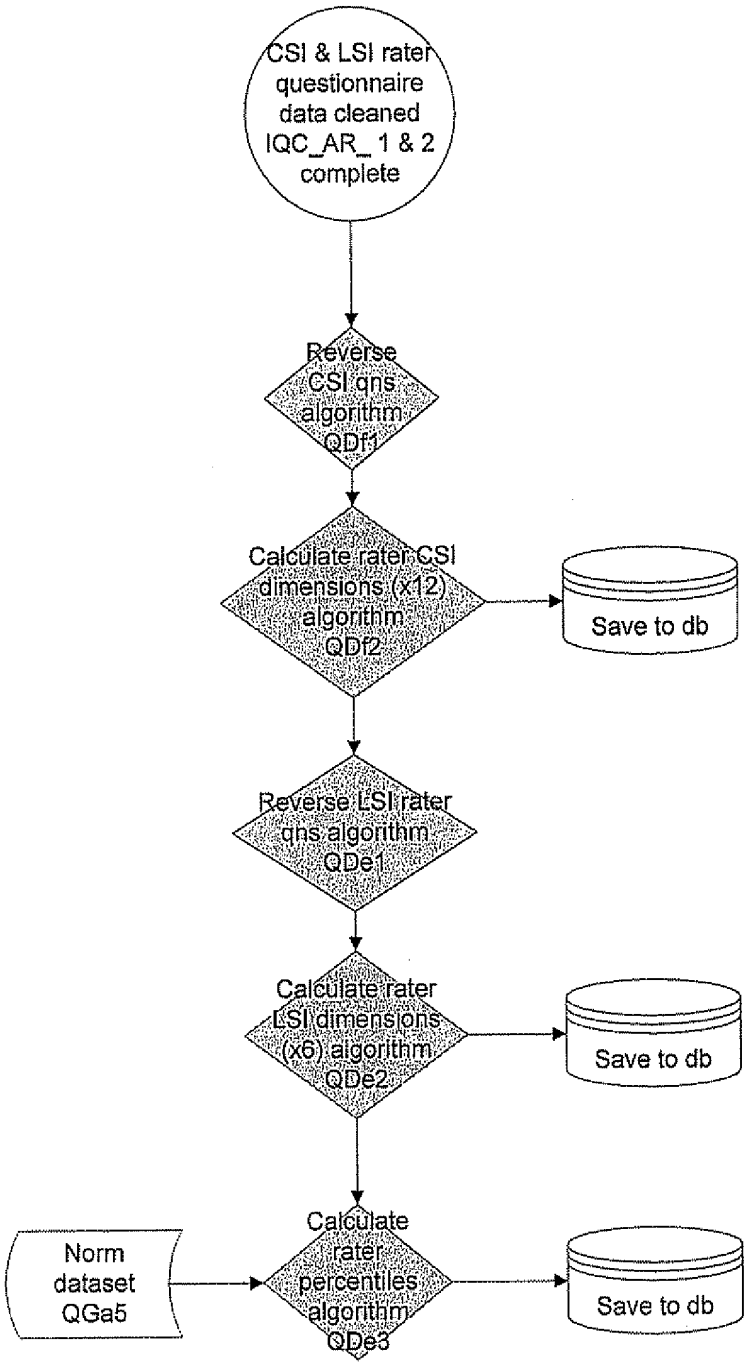
IQC_AR_1	Edit Date: 9/17/2007 3:42:32 PM	
Individual Questionnaire Clean Overnight Adult Rater CSI Battleship: QCf		
Target DB: Access	Rev: 0	Creator: slams
Filename: IQC_AR_1.vsd		Transforming Learning



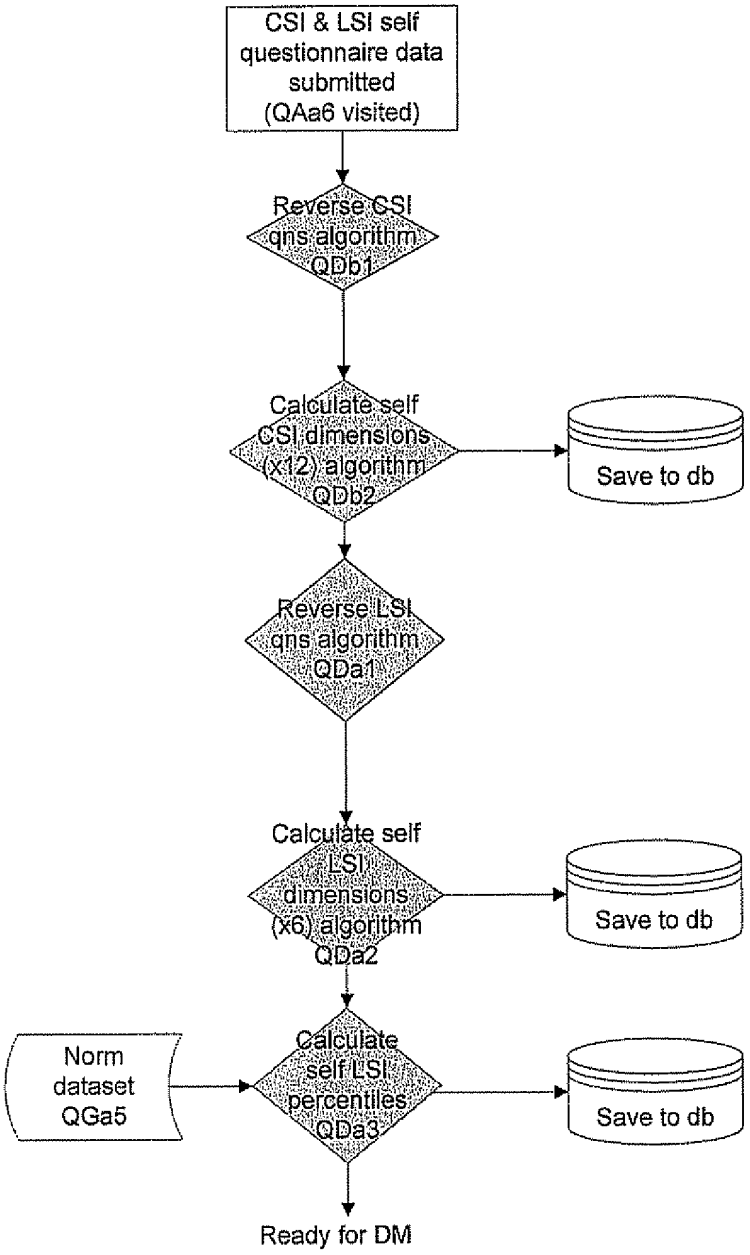
IQC_AR_2	Edit Date: 9/17/2007 3:43:00 PM	
Individual Questionnaire Clean Overnight Adult Rater LSI Battleship: QCe		
Target DB: Access	Rev: 0	Creator: slams
Filename: IQC_AR_2.vsd		Transforming Learning



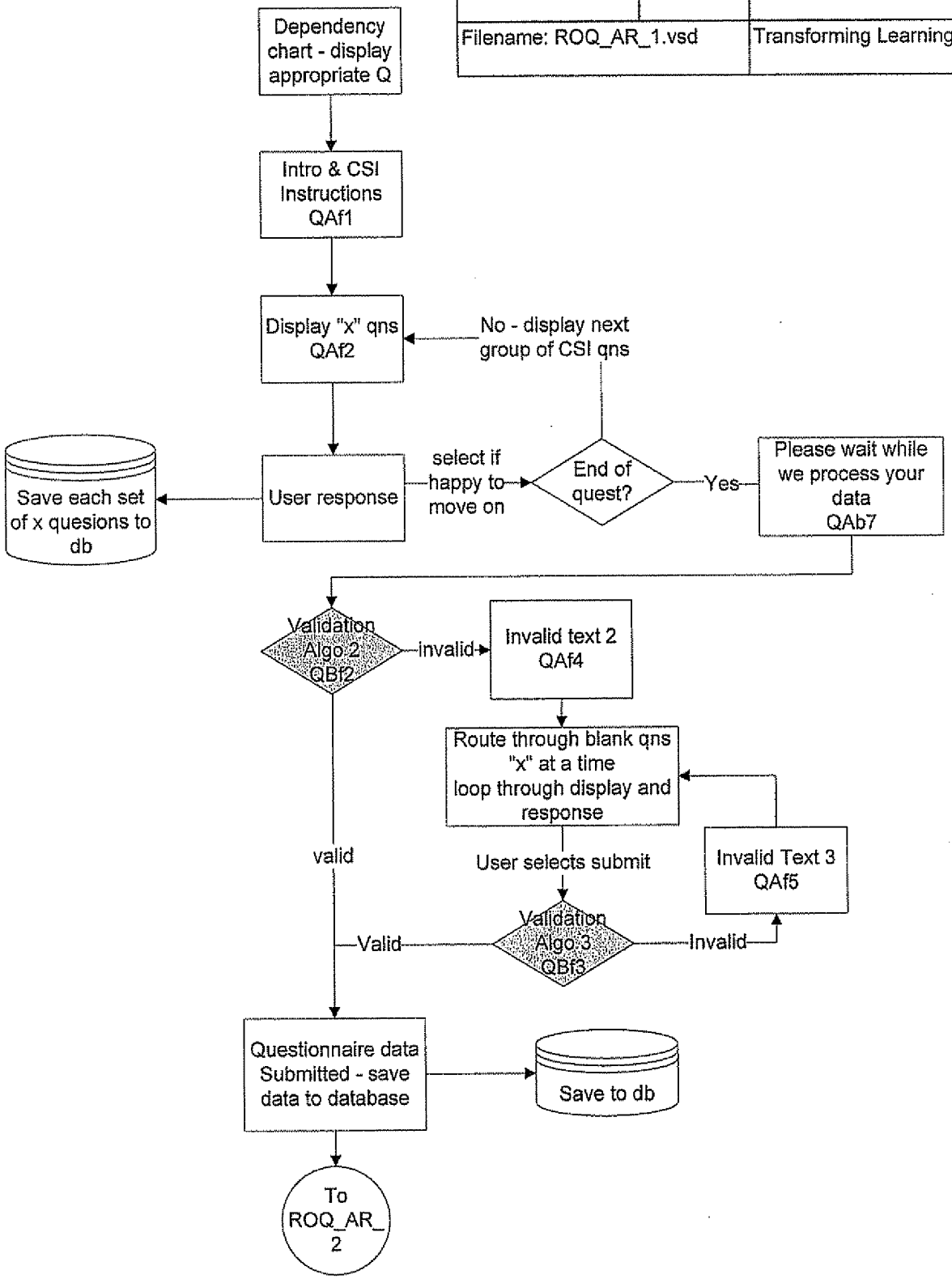
IQP - AR	Edit Date: 9/17/2007 3:43:20 PM
Individual Questionnaire Processing Overnight Adult Rater (Both Questionnaires) Battleship: QDe, QDf	
Target DB: Access | Rev: 0	Creator: slams
Filename: IQP_AR.vsd	Transforming Learning



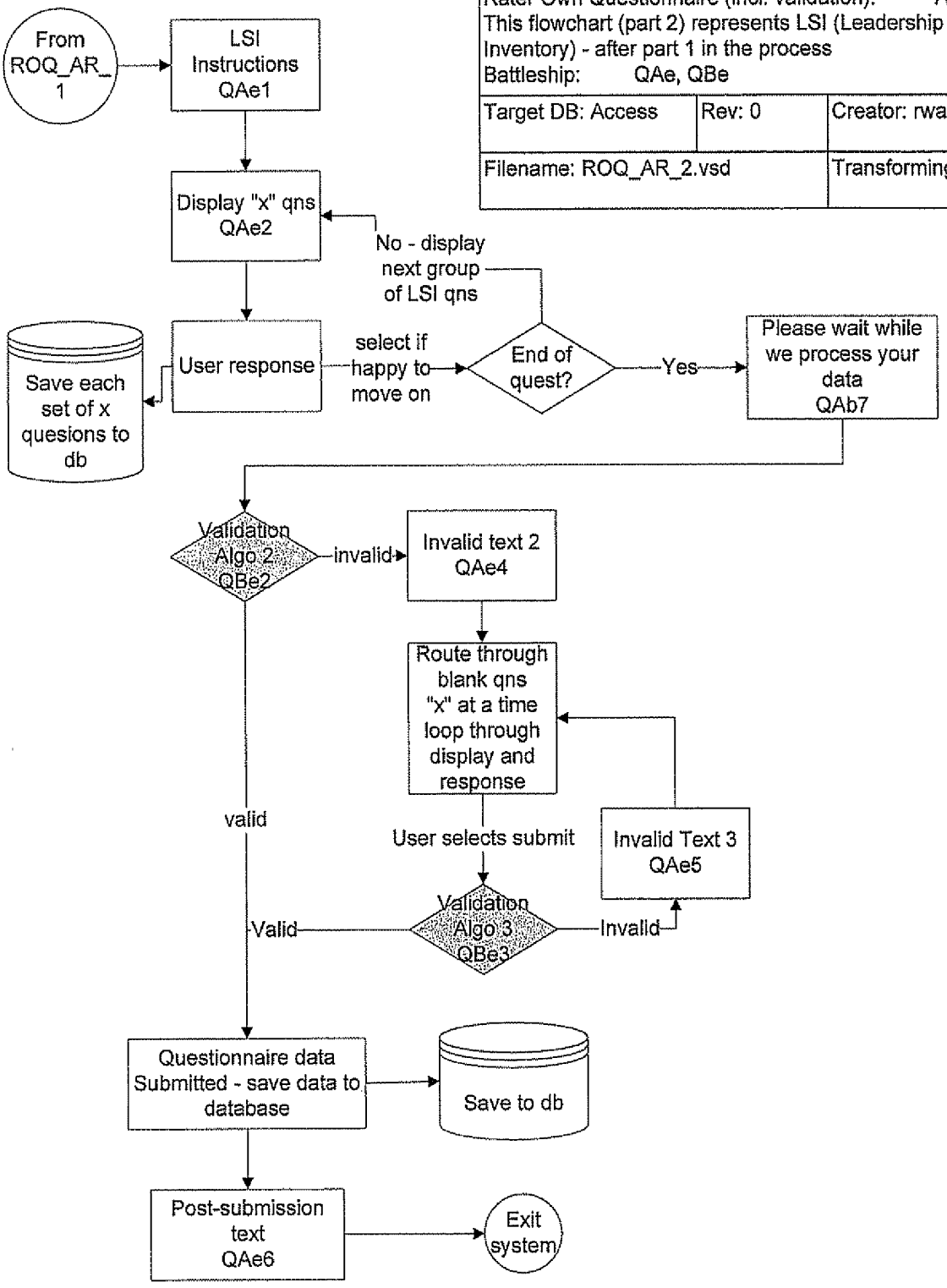
IQP - HT		Edit Date: 9/17/2007 3:45:22 PM
Individual Questionnaire Processing Overnight Headteacher Battleship: QDb, QDa		
Target DB: Access	Rev: 0	Creator: slams
Filename: IQP_HT.vsd		Transforming Learning



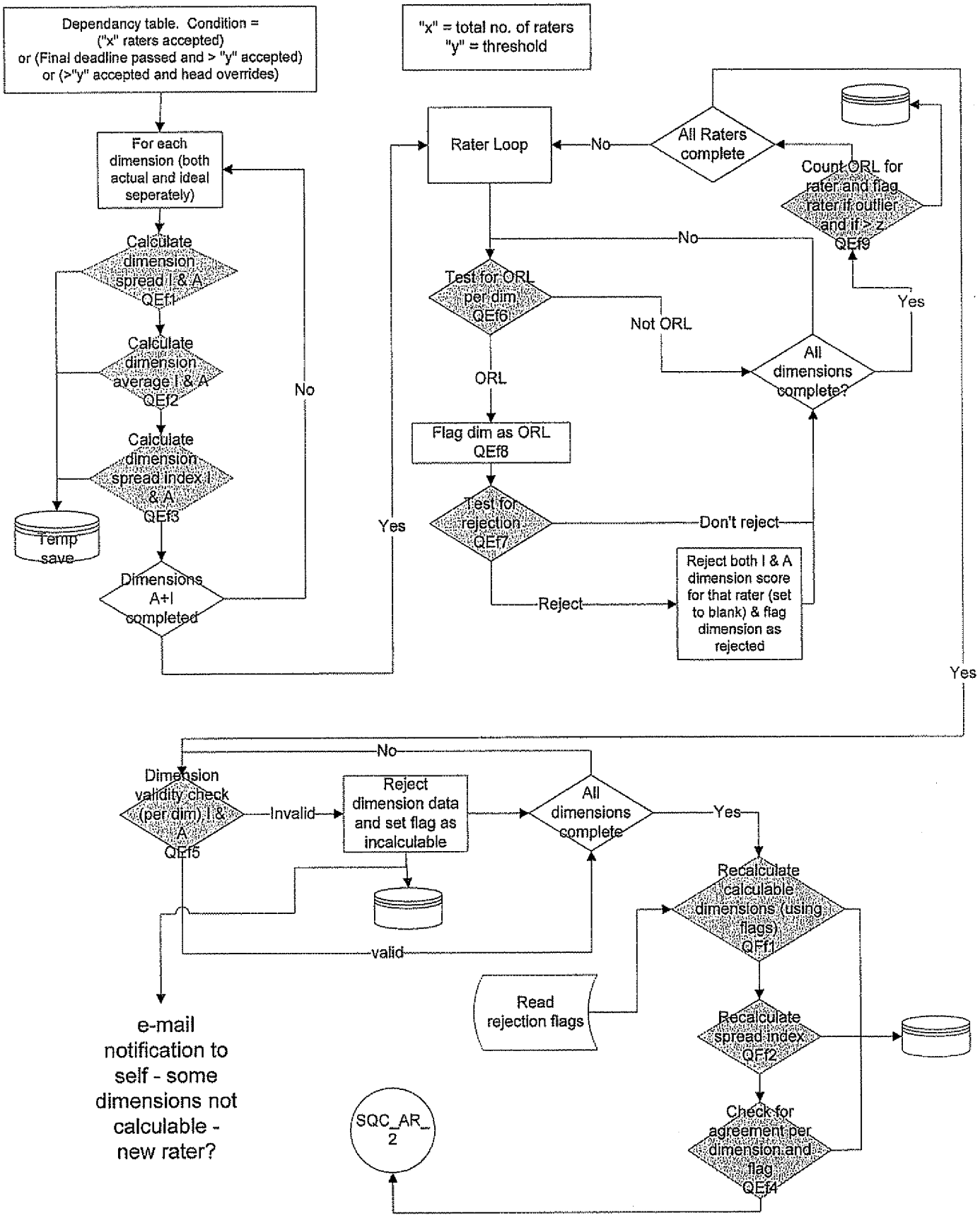
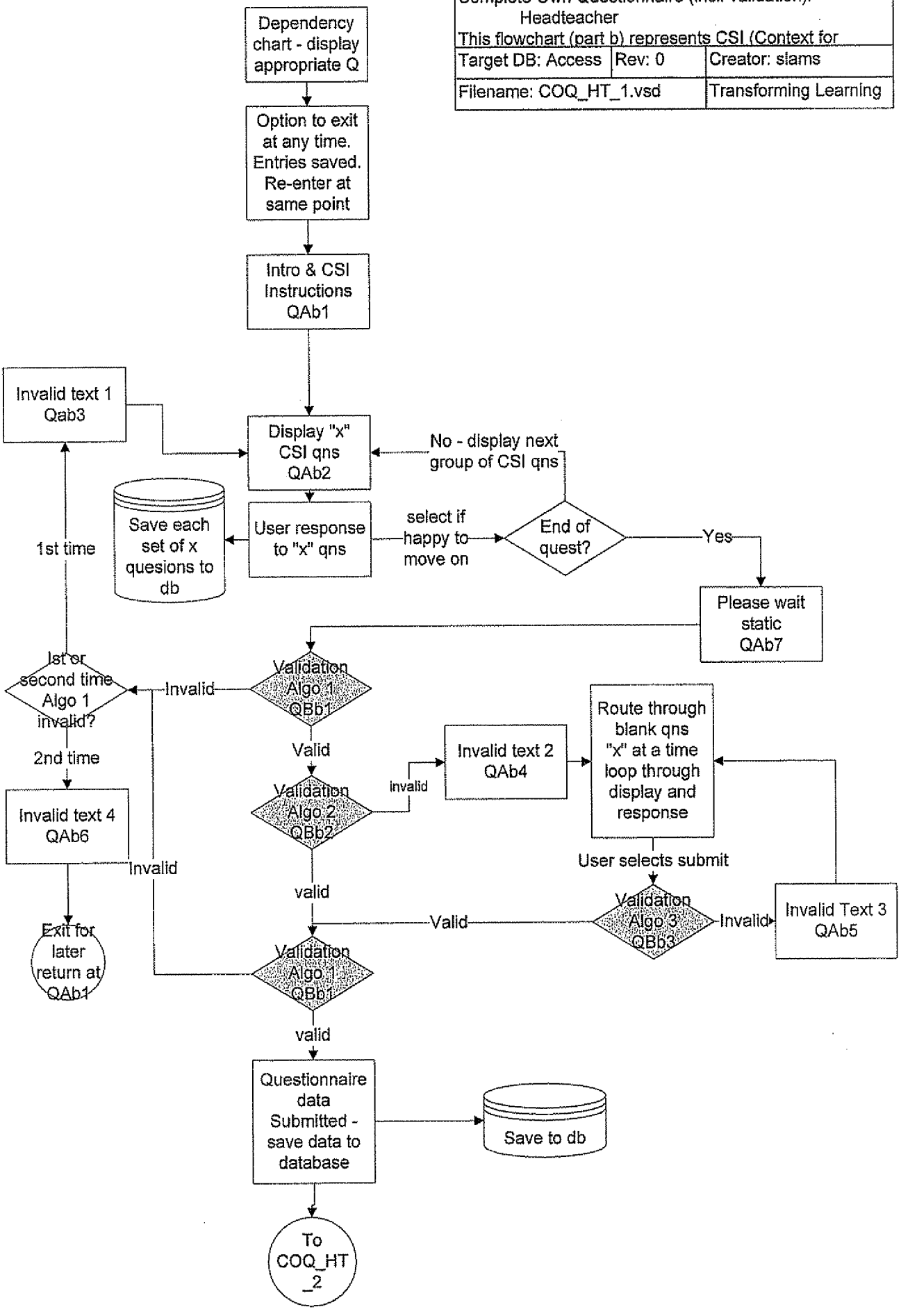
ROQ AR 1	Edit Date: 9/17/2007 3:45:44 PM	
Rater Own Questionnaire (incl. validation): Adult Rater This flowchart (part 1) represents CSI Battleship: QAf, QBf		
Target DB: Access	Rev: 0	Creator: rwallace
Filename: ROQ_AR_1.vsd		Transforming Learning



ROQ AR 2		Edit Date: 9/17/2007 3:46:05 PM
Rater Own Questionnaire (incl. validation): Adult rater This flowchart (part 2) represents LSI (Leadership Styles Inventory) - after part 1 in the process Battleship: QAe, QBe		
Target DB: Access	Rev: 0	Creator: rwallace
Filename: ROQ_AR_2.vsd		Transforming Learning



SQC_AR_1		Edit Date: 9/17/2007 3:46:33 PM
Set Questionnaire Clean Adult Rater CSI Battleship: QEf, QFf		
Target DB: Access	Rev: 0	Creator: slams
Filename: SQC_AR_1.vsd		Transforming Learning



COQ HT_1		Edit Date: 9/17/2007 3:46:54
Complete Own Questionnaire (incl. validation): Headteacher This flowchart (part b) represents CSI (Context for		
Target DB: Access	Rev: 0	Creator: siams
Filename: COQ_HT_1.vsd		Transforming Learning